73648

Gross Margins:

9-17-96

PM - 44%
LOR 40%
RJR 31%

PM 33% PV

Winston "No Bull"

National launch 5/97

CAMEL

- Feedback 3PK vs 2PK 29K 97 PLAN
- Utilize Camel Box Styles 97 PLAN - communicate to Judy
  Box styles 1 & 2 amongst Camel Family
- Camel Menthol National Introduction 1/1/97 Fj 0.9g
- Excellent BMH Night Club Program

Doral 97

* $2.00 ceiling Supermarket $3.50 in all other outlets
  ① The right Stuff PDI: Quality Not Quantity Pikes Peak
  ② The right Position
  ③ The right Message

Monarch/Best Value

Monarch DPC 3333
EDLP - Number ONE Priority

51852 7683

Source: https://www.industrydocuments.ucsf.edu/docs/grmn0000

Forsyth / Private Label

1997 Work Plan

Camel - double market share gain

Doral - Maintain

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Source: https://www.industrydocuments.ucsf.edu/docs/grmn0000

9-18-96

1996

	Goal	thru July	Outlook
OCC	1425		1450 ✓

SOM

Winston	6.10	5.90	5.80
Camel	4.10	4.01	4.15 ✓
Salem	4.05	3.99	3.95
RJR FP	17.32	17.11	16.95
Total SOM	19.70	19.64	19.70 ✓

1997 Objectives — Winston Reporting Plan

OCC	1,472	1382

SOM

FP	16.95	17.14
Savings	9.16	9.16
RJRT	26.11	26.30

51852 7685

Source: https://www.industrydocuments.ucsf.edu/docs/grmn0000

VM

Cost evolution = continually evaluate

Aggressive objectives

Break out Meetings: issues stick to Atogether issues

Value Added / DPC → 13 million dollars

deeper Penetration; NO Workplan accounts

★ MAke Sure program is being worked AS designed

★ Raise issues and make sure you present Solutions to issues

Acarral Program

51852 7686

Source: https://www.industrydocuments.ucsf.edu/docs/grmn0000

Manpower

Sales Rep 24 Frequency - Why?

Brand Strategies

Winston "No Bull" Ads should run

Camel

Doral

Doral Menthol Box??

Salem

27% PV Coral 1997 - Defend only

DPC - Snipped

Supermarkets

★ Delete Target Stores in the Region

Marlin Sample

April 97 Monthly updates of Stores

Adding More Cats to Fill [16xx 4]

51852 7687

Source: https://www.industrydocuments.ucsf.edu/docs/grmn0000

Work Plan

Understanding of Brand Objectives
Strategy
Retail Control Program

* 1996 12/31/96 Annual Plans Ind

How do we improve 1997 Work Plan execution?
Improve Retail Presence
Work New Brand Initiatives
Better implementation!

Prestapped PPC Payment $2.50 $4.00 Product Packing Payment!

VAP → Need to Communicate
Supplier Numbers Separate Invoices to drive Automated Process

Logistics of Workplan
How Many Can Wholesaler handle Per Month
Timing

51852 7688

Source: https://www.industrydocuments.ucsf.edu/docs/grmn0000

9-19-96

Merchandising Guidelines Need to be consistent on a National basis!
cost sharing going forward ① Provide for RJR No charge
② Provide For RJR/Industry Cost Share

Cig Outlets C-Stores:
① Exclusivity RJR Fixture
② RJR Fixture for RJR & competitive as long as PM is doing the same
③ RJR competitive on bottom W/ cost share

Cig Outlets Packs
① Make sure we have adequate Package Space (PM Provides Industry)
② Make Sure we have Promotional Vehicle equal to PM

Traditional CTN (IR Supermarkets, small Food, etc)
CTN
Vertical Load - cost sharing
Horizontal Load - No Cost Loading

Package Outlets
Discovery Process critical! do they really want and committed to selling
commitment cartons and growing the Business
objective clearly defined

RBM mutual measure % CTN sales Long term vision!
Need to identify Players and evaluate Whom are the players
Long term
"Attitude Toward the Category"

51852 7689

Source: https://www.industrydocuments.ucsf.edu/docs/grmn0000

NSS in Pkg Outlets

Utility Enhancement only if needed with contract terms available
Mid Point Between NSS vs SS
Enhancement monies $1-$40
Never go above standard self-serve rate

Local Restriction will be forth coming.

Chain Averaging
★ Store by Store basics

Renewing Contracts CTNS
① get SIS right Now
② Discovery Process identify the players
③ Cancel 4th Qtr 1996

Utilize 94 Citron Contract Rates
Maintain current Universe
Utilize Enhancement funds for "A" Players requiring
Then we do more

tons:

Level I Level II

51852 7690

Source: https://www.industrydocuments.ucsf.edu/docs/grmn0000

15 12/16

9:20-96

Region Plans due Nov. to Dave Winchester

Manpower

RR's GAP = 65% of RR's activity

Evaluate SR's on special Projects and evaluate if working has a Business Impact and reasonable return on Investment

☆ Why SR's Frequency 24 calls ??

☆ Less than 75 CPW

Military going back to Bates Areas - Military Unit gone

Military to Rank Calls High vs Low in-store Control

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Source: https://www.industrydocuments.ucsf.edu/docs/grmn0000